ANNUAL REPORT 2026



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THE NEED FOR GROWTH

The Herbert Institute for Public Policy joins the nation in celebrating 250 years since the signing of the Declaration of Independence and the dawning of a new age of government. It would take eleven more years for the Constitution to be ratified, and four more years before the Bill of Rights became the law of the land. Additional amendments would be ratified regularly for another 200 years. As a living document, the Constitution of the United States takes into account the need for change, improvement, and growth.

The Herbert Institute is growing too. We hosted twenty-three interns at the 2026 Utah Legislative Session, ten student interns at our apartments in Washington, DC, and twenty-seven interns across a variety of majors as research, event, graphic design, and communications assistants in 2026. We're adding offices, events, papers, and projects at an ever-increasing rate, and we are fulfilling the vision Governor Gary R. Herbert had when he invested in Utah Valley, our university, and our students.

This year, we celebrate the accomplishments of our nation. We are also delighted to celebrate our students, our guests, our academic papers, our events, and the overall direction of the Herbert Institute. Join us in the celebration in this 2026 Annual Report.

SENIOR DIRECTOR,
JUSTIN JONES



BEHIND THE SCENES



























DEVELOPING FUTURE LEADERS



2026 LEGISLATIVE INTERNS

Garrett Bingham
Reese Boardman
Joe Boyle
Karissa Gillespie
Kyle Harline
Zach Holley
Elizabeth Holman
Abigail Jenson
Ian Johnson
Noah Lambson
Jordan Lund
Chanel Mansell
Sarah Q. Martin
Dylan Mervis
Ella Monson
Mickenzey Neal
Elissa Pippin
Janessa-Michelle Purcell
Melanie Robe
Sahaja Rutledge
Alyssa Sokol
Zane Weeks
Grace Williams



HERBERT INSTITUTE ASSISTANTS

Brooklyne Andersen
Catalina Aroca Baquero
Reese Boardman
Curtis Bristol
Emilee Cook
Kayla Cullimore
Londan Duffin
Kaya Frazier
William Freedman
Karissa Gillespie
Xander Greenwood
Josh Hadlock
Jade Haymore
Alexa Herrera
Jaxon Hill
Ethan Howlett
Anthony Jankovic
Suzette Johnson
Avery LaGiglia
Keomony Mary
Kaitlyn Mayo
Louyoko Nianza
Sophia Otis
Brooke Peterson
Bradley Smith
Dori Whitehead
Rebecca Whyte

D.C. INTERNS

CONGRESSIONAL INTERNS
Vincent Meade
Delaney Moss
Jaxton Pearson
Alyssa Sokol
Grace Wingate
Mark Woodward
Kate Zander
Aaron Douangaphaivong

DEFENSE SECTOR INTERN
Hope Fager

HOUSE OF REPRESENTATIVES COMMITTEE ON FOREIGN AFFAIRS
William Freedman

INSTITUTE OF WORLD POLITICS
Blue Chappell
Sahaja Rutledge

LOS ANGELES, CONSULATE OF SPAIN INTERN
Parker Campbell

GOVERNOR'S OFFICE RESEARCH ANALYSTS
Cortland Fry
Parker Miller

D.C. LOBBYIST
Dylan Mervis



HERBERT INSTITUTE CORDING CEREMONY

WHERE SOME OF OUR GRADUATES ARE HEADED NEXT

When students who have worked with the Herbert Institute for Public Policy graduate, an annual cording ceremony to acknowledge their achievements is held. These fine young scholars are only six of the total twenty-five graduates in this year's Herbert Institute graduating class. They've left their mark here, now it's time to revolutionize their industries in graphic design, communications, political science, law, national security studies, and more!



BROOKLYNE ANDERSEN

Brooklyne graduated summa cum laude from Utah Valley University with a bachelor of fine arts degree, with an emphasis in graphic design and a minor in art history. Brooke designed informational graphic designs for the Herbert Institute for Public Policy, supporting the Constitutional Federalism Initiative, and last year's "Senators Modeling Civility" event with Senators John Curtis (R–UT) and Mark Kelly (D–AZ), moderated by CNN. Since leaving our hallowed halls, Brooke is taking the design world by storm as a full-time junior graphic designer for the Utah Jazz. Congratulations, Brooke!

WILLIAM FREEDMAN

William has many fans at UVU. At his graduation, he received the Marshall Award for academic excellence, "outstanding analyst" with the Emerging Tech Policy Lab, and graduated summa cum laude. But in his own words, "The members of the Herbert Institute team were the first people to believe in me in the professional world. They trained me, encouraged me, and formed me into the professional I am today." After graduating in national security studies, Will started an internship for the House of Representatives Committee on Foreign Affairs in Washington, DC and is looking for a full-time position in Congress.





KYLE HARLINE

Kyle is excited to have graduated, but there are more robes and tassels in his future. With a degree in political science and an emphasis in public administration, he is well-positioned to start an MPA program at the University of Utah this August. These academic pursuits all point toward working in state government and directly with legislators. We are already proud that Kyle got his start from the Herbert Institute as a legislative intern for Representatives Ashlee Matthews and Hoang Nguyen in the 2026 general session, and we can't wait to catch up with his successes in a few years!

DYLAN MERVIS



Dylan may not have been a traditional student, but he made the most of his time at Utah Valley University and the Herbert Institute. As a political science major with an emphasis in American Government, Dylan was on the Dean's List four times, was a member of the Phi Theta Kappa Honor Society and the Pi Sigma Alpha Honor Society, and graduated summa cum laude.

Dylan was worried he would be at a disadvantage when applying for government internships because he didn't have the connections or research background he thought he might need. He was surprised to be taken seriously on his merits alone, but he has made the Herbert Institute proud as both a legislative intern and as a Washington, DC intern for lobbying firm, Barker Leavitt. Next stop, law school!



MICKENZEY NEAL

Mickenzey may not have been thinking of law school when she got her associate degree in diesel technology from UVU in 2016. But after pursuing her bachelor's degree in psychology and a legislative internship with Representatives Troy Shelley and David Shallenberger, Mickenzey is now preparing for law school. In the meantime, she is working with Greencat Energy, helping to develop the IRA rebate programs for Utah. Her nontraditional route might have been too much for some people, but it's just what this mom of five needed to launch her professional future.

GRACE WINGATE



Grace made the most of her time as a UVU wolverine. She received the Woodbury School of Business (WSB) Leadership Distinction Award—an honors designation for demonstrating outstanding leadership, campus involvement, and initiative; was a presidential intern for provost Wayne Vaught; participated in the Residential Community Leadership program; and graduated magna cum laude in operations and supply management with a minor in applied economics. She has now accepted a research assistant position with the Federal Reserve Board of Governors in Washington, DC, to work with the Division of Monetary Affairs with the Monetary and Policy Operations section. After the two-year RA program, Grace plans to attend law school. Her experience as a Herbert intern in Washington, DC helped to equip her with a coast-to-coast network, positioning her for competitive and high-impact future roles. Come back and see us again soon, Grace!



ELECTION OFFICIALS CERTIFICATION

The Herbert Institute hosted its Voter Certification Event, a two-day certified training for elections officials from across Utah. On day one, Brandon Amacher led participants through cybersecurity threats, deepfake detection, and how foreign actors work to undermine public trust in American elections. On day two, Bill Erb addressed the human side of the job by equipping officials with strategies to manage stress and sustain themselves in an increasingly difficult civic climate.

SENATOR CURTIS INTERFAITH STEWARDSHIP

The Herbert Institute hosted "An Evening with Senator John Curtis" featuring a candid conversation on faith, stewardship, and environmental responsibility. Senator Curtis shared his own journey toward engaging with climate issues, joined by Søren Simonsen of the Mormon Environmental Stewardship Alliance and members of the Utah Legislature. The evening modeled the kind of respectful, cross-perspective dialogue the Herbert Institute strives to create. It reinforced the Institute's mission to bring people together, even on complex and divisive issues.







UTAH ATTORNEY GENERAL DEREK BROWN

PARADOX IN POLITICS IS WORTH THE WRESTLE

By: Becca Aylworth Wright, Director of Academic Engagement and Publications

A bad lawyer can extend a case for years. A good lawyer can drag it out even longer.

Lawyers take heat for overcomplicating simple matters. But maybe lawyers aren't complicating matters—maybe the things that matter in life are just complicated. Unfortunately, complexity doesn't play well in the age of shortened attention spans and limited character counts. It's politically favored to make short, one-sided assertions. Nuance doesn't make the news reel; only the witty one-liners get re-posted.

The Constitution Can Handle Complexity

While it may be increasingly unpopular for lawyers, like Utah Attorney General Derek Brown, or other politicians to wrestle with these complications, the Constitution of the United States was written to embrace and endure the struggle.

As citizens, we shouldn't shy away from the struggle either. United States First Lady Abigail Adams said, "I've always felt that a person's intelligence is directly reflected by the number of conflicting points of view he can entertain simultaneously on the same topic."

In politics, however, "you don't get rewarded for your ability to navigate paradox," says Utah Attorney General Derek Brown to the Herbert Institute for Public Policy and the students of the newly formed UVU Federalist Society. "We pick a side, we harden into tribes, and then we vilify the other side." While punchy sound bites get better airtime, they don't make wise policies that meet the needs of complex groups.

Thus, although it may be waning in popularity, the law and how it affects society is meant to be complicated, not because lawyers enjoy complexity but because society holds multiple values at once, and only a complicated system could honor all of them simultaneously.

"The First Amendment starts that 'Congress shall make no law respecting the establishment of religion or prohibiting the free exercise thereof,'" Brown says. "It's a paradox. You can't really do both. You could try, but at some point, both of those things come into conflict." He continues, "If you're having a student say a prayer in school, it certainly seems like you're endorsing whatever religion that [student] is. So schools moved to a moment of silence, and then to no moment of silence, then to no recognition of prayer."

As the pendulum swings toward "no establishment of religion," it would seem it swings away from "the free exercise thereof." It's complicated.

"There's tension," Brown admits, "but the point is the tension is built in. It's not a flaw, it's a feature." Being able to work within the tension allows each side a chance to coexist. The debate over prayer in schools is not because judges or lawmakers are confused, but because each of the competing ideals is protected by our nation's most authoritative document.

Complications Yield Superior Outcomes

Wrestling with these conflicting ideals produces better outcomes than dogmatically choosing a side and refusing to understand the other values at play. **If politicians enter disagreements with goodwill and a desire to understand the other sides, those discussions will lead to more productive, complete, robust policy than politically popular but inflexible posturing ever will.**

It's a rare politician who holds the intellectual humility to recognize and admit that his or her plan may be flawed or that someone else's ideas could improve it. But intelligent people would be wise to value such a politician when they find him or her. The attorney general tells a story of a woman who observed a local politician who was fielding a Q&A session from an audience of 100 people. A woman who seemed to lack nuance, or as Attorney General Brown put it "who just obviously didn't *do* paradox," then aggressively asked why this politician voted a certain way on a recent bill. She called him stupid. She said the decision was obvious. She was offended that he hadn't seen the issue from her point of view. To the surprise of the audience, this legislator responded with radical humility. "You know," he said, "I've thought a lot about that vote. And I think I blew it. I think you're right. It was a hard call, and although this is why I voted that way, with more consideration, I think you were right."

He had thought about the vote. He had considered both sides. He had reframed his thinking. And the crowd was stunned.

Radical humility, it turns out, is pretty disarming.



Politicians and voters don't always get it right. The Constitution prepared for that. Laws can be changed. Even the Constitution itself can be amended. But positive change only happens when we have the intellectual humility, the curiosity, and the integrity to engage in the wrestle—to hear the other point of view, to consider it, to put it to our lips and roll it across our tongues, tasting where it is sweet and where it is still too bitter or salty.

Curiosity Takes Time

Utah Attorney General Derek Brown reminds us of Albert Einstein's famous quote: "I have no special talents. I am only passionately curious." That curiosity is intelligence—the kind required to engage in the wrestle the Constitution encourages. And Brown is choosing to immerse himself in it. He says, "The most curious people are the ones that you want to be friends with, and you want to work with, and frankly, they're the ones you want to hire. I have surrounded myself in my office with some of the most curious people I know, who are also willing to tell me when they think I've gotten it wrong." His willingness to accept when he is wrong might take a little more time and a few more characters in the word count, but it will consistently lead to better outcomes.

Maybe good lawyers aren't pontificating to hear themselves speak. Maybe they're engaged in the wrestle for deeper understanding and better outcomes than the bite-sized answers many want to feed us.



THE DIGNITY INDEX & THE LEGISLATURE





The Herbert Institute hosted a legislator dinner featuring a conversation on the Dignity Index with Special Olympics Chair and founder of UNITE Tim Shriver; former Governor Gary Herbert's education policy advisor and fellow Dignity Index co-creator, Tami Pyfer; and founder of Path Forward Utah, Jamie Renda. Together, they explored how to launch a new legislative session with civility and respect. The conversation reinforced the Herbert Institute's mission to bring dignity into disagreement.



LEGISLATIVE WRAP-UP

The Herbert Institute, in partnership with the Utah Valley Chamber of Commerce, hosted a Legislative Wrap-Up to review the 2026 Utah Legislative session. Following a free lunch, Senate Majority Leader Kirk Cullimore, Executive Appropriations Chair Val Peterson, and House Majority Whip Candice B. Pierucci joined a moderated panel by Dr. Jim Moss discussing key legislation passed this year. The event gave community members a closer look at the policymaking process and its impact on Utah. It reinforced the Herbert Institute's role in connecting citizens with the people and decisions shaping their state.



WHEN UNDERDOGS BECOME LEADERS

A STUDENT SIT-DOWN WITH MAYORS JUDKINS & MCCANDLESS

By: Becca Aylworth Wright, Director of Academic Engagement and Publications

What do a wolverine, a stay-at-home-mom of seven, and a widowed mother of two have in common?

At first glance, none of these is a likely hero against stronger opponents, physically, politically, or academically. Each one of them might have been considered an underdog, if they had not had the tenacity to overcome the odds and succeed.

Newly Elected Mayors of Sister Cities

Marsha Judkins moved to Provo to attend Brigham Young University more than forty years ago. Since then, she graduated with a bachelor's degree and she bore and raised seven children. She worked as a children's librarian in Provo City Library. She's a grandmother of seven. She may not seem like the typical candidate for mayor of Utah's fourth largest city. In fact, she may seem downright unqualified until you learn that she also went back to school to receive a master's in public administration, and she started a political career that has already spanned nearly fifteen years. Her passion for her community brought her first to be on the Provo City School Board, then to the Utah House of Representatives. With the full story, her resume becomes much more impressive.

The same year Judkins won her first election, Karen McCandless became a widowed mother of two. If that's all you know of her story, you might think she is also an unlikely candidate for mayor of Utah's sixth largest city. What you would miss, however, is that by the time her husband passed, she had already been serving on the Orem City Council for eleven years and had served several six-month terms as mayor pro tempore. McCandless has served on numerous boards including UVU's UCCU event center, Intermountain Healthcare's Women's Advisory Council, the Utah County Planning Commission, and the board for UVU continuing education. Following her husband's passing, McCandless worked to eliminate hunger in her community as the community strategy director, deputy director, and ultimately chief executive officer at Community Action Services and Food Bank. Her work, community service, and charitable volunteerism prepared her extensively to lead the city of Orem.

Hoagies with the Herbert Institute

Both mayors generously shared their time at "Hoagies with the Herbert Institute," a student-led event series that brings local politicians face-to-face with UVU wolverines on the steps of the Fugal Gateway where the Herbert Institute is housed. Mayor Judkins and Mayor McCandless answered questions from Herbert Institute student research assistant and moderator William Freedman, followed by an open Q&A session from student attendees.



Following the event, McCandless and Judkins fielded more questions from communications assistant Rebecca Whyte for the Herbert Institute's student-led podcast.

Right away, Whyte, who is writing her master's thesis on how women helped to shape the US Constitution, was curious about the two women mayors taking on the sister cities of Provo and Orem. As women, they face unique challenges and have unique opportunities in their roles. "Both Mayor McCandless and I grew up at the same time in the '60s, '70s, and '80s, and there were a lot of opportunities not afforded to us," says Mayor Marsha Judkins, adding, "I will say that I always have appreciated my colleagues, both male and female, but the way we've been socialized does play a role a lot of times in how we behave."

Mayor McCandless agreed and shared her journey as a mother of two girls as she chose to use her own life as an example for her children. "I raised daughters, and one of the goals my husband and I had for our daughters is we wanted to raise strong daughters. We wanted them to feel confident in anything they wanted to do, and so I took that city council service as the opportunity to show them that they can do whatever they want and whatever they set their minds to." She admonishes, "Be brave. Just be brave." McCandless didn't see herself becoming Orem City mayor. She is still surprised when people about town know her name. But her life advice for young people looking to their future careers is the advice she lived by, "Be open to different pathways. What you graduated in and where you find you are happiest may be different places. Your degree might help you get there, but it might be something completely different. Be prepared for any opportunities that come along."

Mayor Judkins is hopeful for the future because of the time she has spent with the amazing graduates in our area. She has worked as an adjunct professor at Utah Valley University for years and she knows what value the UVU wolverines bring to the market. To those students who ask her what they should do to prepare to run for office one day, she doesn't tell them they need a law degree or a lengthy political pedigree. She tells them, "Be involved in [your] community. If your goal is to just be in office someday, that's not a great goal. That's not somebody I necessarily want to vote for. I want to vote for someone who wants to improve their community, and the people who know how to improve their community are the people who are improving their community right now."

Everybody Loves an Underdog

So, what do a wolverine, a stay-at-home-mom of seven, and a widow have in common? They each find a way to succeed, even if they're an underdog or an unlikely hero. The wolverine takes on prey many times its size. The stay-at-home-mom and the widowed mom get involved and start making a difference in their communities before any formal title demands it of them. Even Utah's seventeenth Governor Herbert may not have the schooling and pedigree some people would have expected, but he has had the will and the work ethic to make Utah the top state economy in the country. And each of these apparent underdogs has succeeded by demonstrating that bravery and tenacity are more powerful than other people's opinions or expectations.



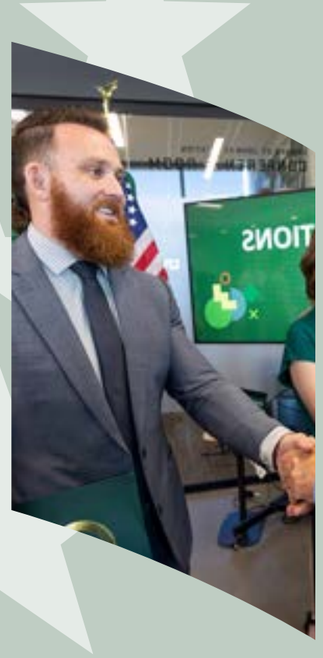
DATA GOVERNANCE SUMMIT

The Herbert Institute, in partnership with the Office of Data Privacy, hosted its second annual Data Governance Summit to help elected officials and local and state employees better understand new legislation on how to protect constituent data. The summit provided engaging speakers and hands-on workshops, and left attendees equipped to shape the future of data governance and build the foundation for trusted and transparent government.









DEEPFAKES PRESS CONFERENCE

UVU's Gary R. Herbert Institute for Public Policy and UVU's Emerging Technology Lab shared new research on how AI deepfakes affect voters. The study found that fake videos changed people's opinions just as much as real footage, and that no demographic could reliably tell the two apart. The findings build on the Institute's 2024 study and reinforce a key warning: being familiar with the existence of deepfakes isn't enough to protect people from being fooled by them.





THE THRIVING COMMUNITIES INITIATIVE

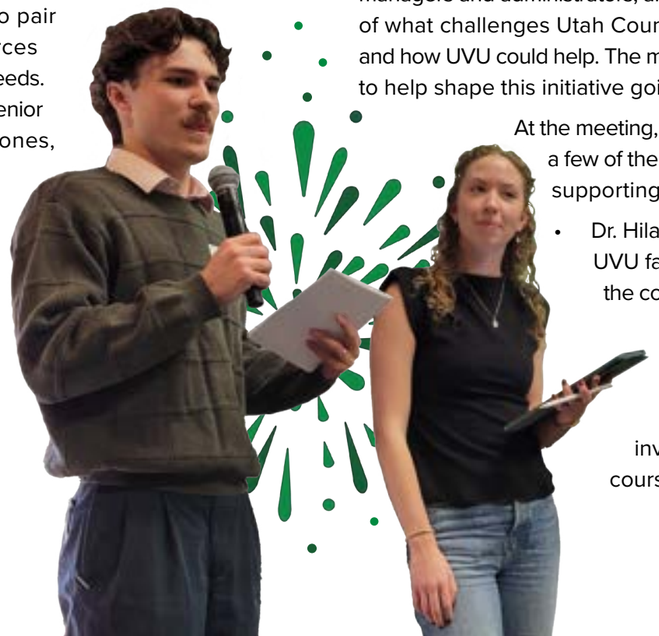
CONNECTING HANDS-ON LEARNING WITH REAL-WORLD NEEDS

By: Becca Aylworth Wright, Director of Academic Engagement and Publications

Sun, water, soil, and nutrients are all needed to make a plant thrive. But what does it take to make a community thrive? According to Sarah Bateman, the strategic relations program manager over the Thriving Communities Initiative (TCI), the essential ingredients are "beautiful design, resilient infrastructure, healthy green spaces, and political, economic, and social systems that promote the wellbeing of our neighbors and neighborhoods." It's a broad spectrum of components that support excellent communities.

What happens when a community and its leaders want to thrive, but they lack the resources needed to succeed? These communities need experts and willing hands to make the difference.

The Thriving Communities Initiative seeks to pair university resources with community needs. Herbert Institute senior director, Justin Jones, describes it this way: "Each city is unique. They're facing unique challenges. But many of our cities are facing pressures for growth—air, housing, common things. What the Herbert Institute and our Thriving Communities Initiative is hoping to do is link the issues facing the cities in Utah County with experts on our campus."



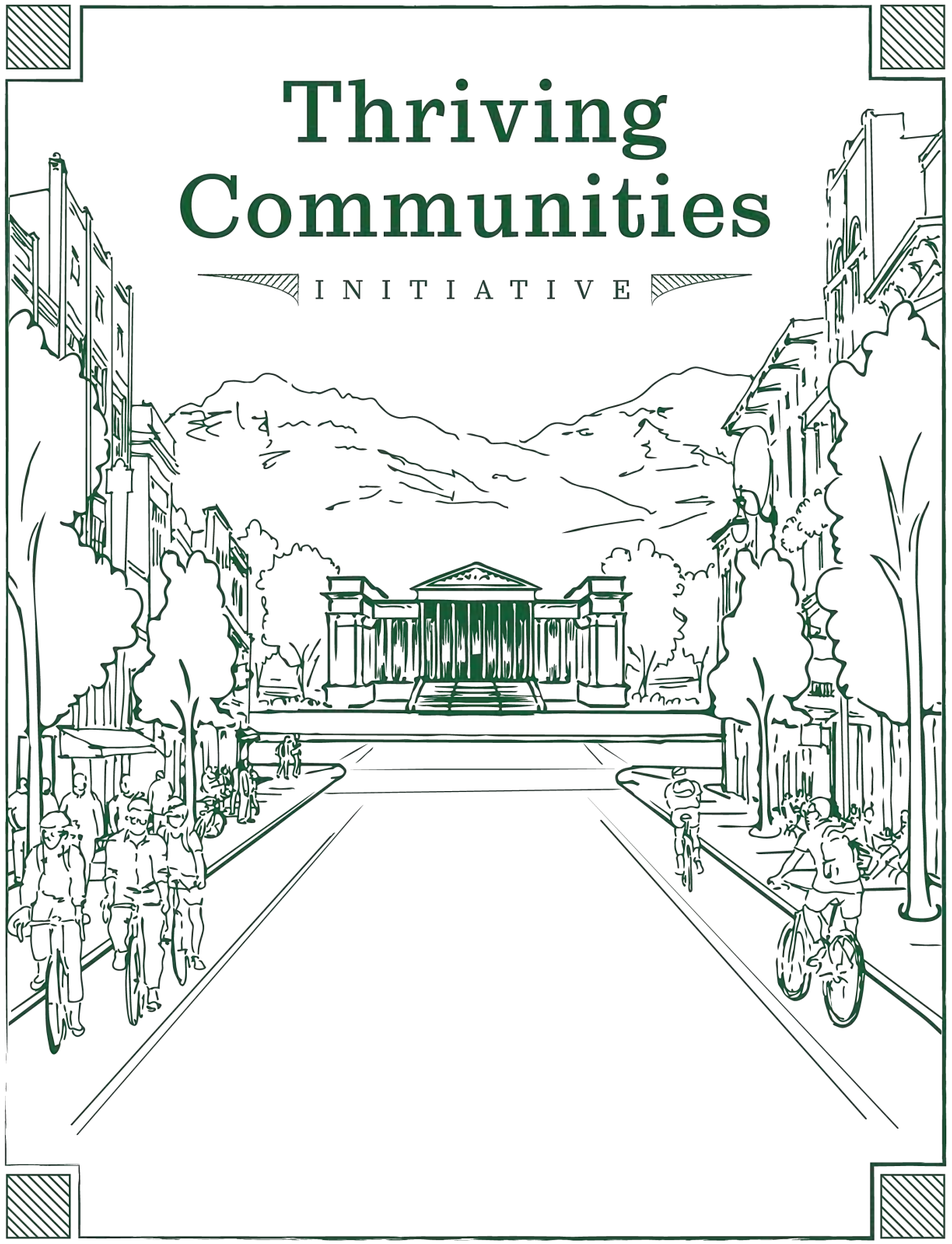
Under the guidance of experienced faculty, students will work with cities and towns and go beyond the classroom to apply what they're learning to relevant, real-world projects. Program director Sarah Bateman commends the vision of TCI: "The Thriving Communities Initiative is a win-win, providing a quality product for community partners, and helping UVU students gain skills, confidence, and a deeper understanding of how communities operate."

An Introduction to City Managers

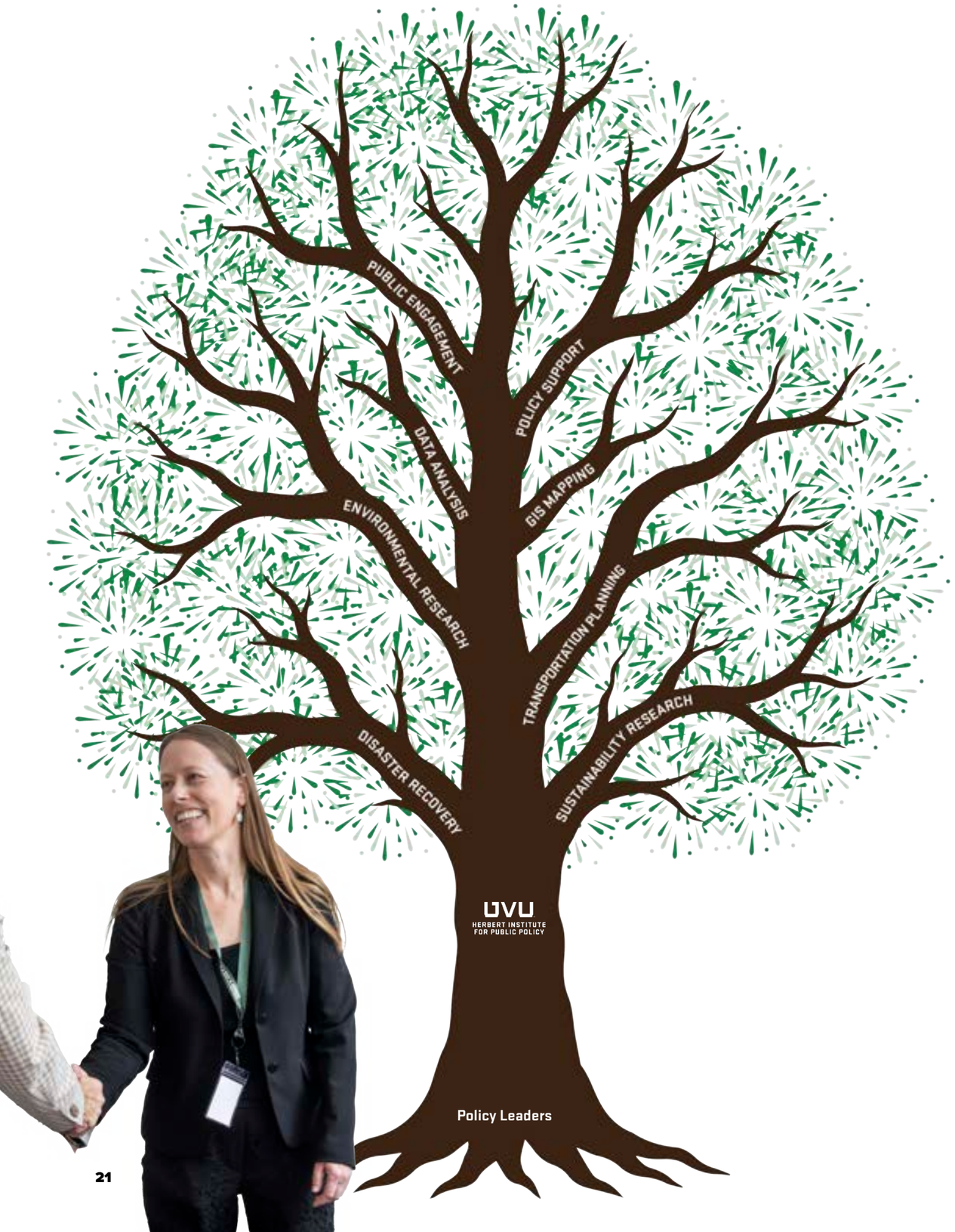
To launch the initiative, the Herbert Institute hosted a workshop to hear from local mayors, community managers and administrators, and begin a discussion of what challenges Utah County cities are facing and how UVU could help. The meeting was invaluable to help shape this initiative going forward.

At the meeting, the Institute outlined a few of the ways UVU is already supporting communities:

- Dr. Hilary Hungerford, UVU faculty, researches the connection between people and their environments, particularly where water is involved. She teaches courses in human



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geography, sustainability, climate change, urban geography, and the geography of Utah. She and her students support the community by providing Orem with GIS mapping of all the city's trees on public land. Her team geocoded each tree to determine the tree diversity, care and upkeep needed, and to ascertain the age of the trees relative to those species' lifespans. Diseased sycamores often need more diversity to thrive. Thirty-year-old silver maple trees on UVU campus had to be cut down. Their research provided the City of Orem meaningful resources to better understand the needs—and budget—the city's trees required.

- Paul Monson holds a master of architecture degree from the University of Notre Dame and is an architect and professor at Utah Valley University, where he has taught since 2021. He has helped shape a curriculum rooted in classical architecture, drawing, and craft. Monson presented before the city managers how UVU architecture students can support community needs. For instance, Orem needs some help with a conceptual redesign for State Street near Scera Park. Students can help with that redesign as they've already been supporting communities in South Utah County with similar redesigns.
- Dr. David Benson from the Woodbury School of Business at UVU collects community surveys to determine citizens' attitudes toward water, air, and land use including housing, transportation, recreation, open space, and local agriculture. His team provides the Utah Valley Chamber of Commerce with this information to help community leaders better understand if they are meeting constituent needs.

Additional examples of past and potential projects include documenting historic neighborhoods, supporting disaster recovery, creating context -sensitive design solutions, connecting neighborhoods and civic centers, help for developing greater city walkability, analyzing and assisting with data governance, reviewing or reforming city code, forecasting staffing needs, and a myriad of other projects based on community leader needs.

Although TCI will eventually be a tree with many branches, the root that connects them all is public policy. Justin Jones says, "When Jim [Mortensen, Chief Financial Officer at UVU] and Paul [Monson] came to me originally, they had been trying to launch this effort for some time and realized that the thread that wove all these ideas together was public policy; good public policy at the municipal level is what drives a thriving community." It's natural, therefore, that the Herbert Institute is the home for this initiative.

Continuing Education for City Employees

When Sarah Bateman and Dr. David Connelly, policy expert, asked community leaders what their immediate needs were, they described a need for advanced training for city/local employees without sending them back to the classroom full-time. University experts can provide resources for mid-level employees in leadership, management, personnel, budgeting, and more. A planning board could get training on architecture or how better design can better meet city needs. A parks and recreation board could get training on park design or evaluation. Or a city expert in landscape design could get training on long-term budget planning.

Rather than each community needing to procure a wide variety of experts in a wide variety of fields, all of UVU's neighboring communities can benefit from the resources available to them through the Thriving Communities Initiative. "We have things to offer the community," Justin Jones says. "We aren't here to just ask for something. We have students. We have faculty. And we have this incredible, rich resource of education and information and students that can work on specific projects to meet community needs."

Through a collaboration of resources, the Thriving Communities Initiative aspires to be is a service to both students and communities alike.

UVU DAY ON THE HILL

The Herbert Institute joined students, staff, and faculty at UVU's annual Day on the Hill, showcasing campus programs and advocating for higher education at the Utah State Capitol. Students were formally recognized in both the House and Senate chambers during their visit. The event gave the Herbert Institute a platform to connect with state legislators and highlight the impact of engaged learning at UVU. ✨



★ ACADEMIC PAPERS ★

WHITEPAPERS

Published

Impact of AI-Generated Media on Election Security Phase II
By: Brandon Amacher, Kaye Banner, Hope Fager, Leah Olsen, Maliq Rowe, & William Freedman
Shaping Utah's Digital Future: A Summary of Key 2026 Legislation
By: Reese Boardman & David Connelly, PhD

In-Process

Restricting Foreign Adversary Land Ownership: Utah's Legislative Response to Chinese Land Acquisitions
By: Reese Boardman
UVU Student Digital Identity Pilot
By: Dori Whitehead
Critical Minerals and Great Power Competition: Utah's Role in Countering China's Dominance
By: Reese Boardman
Utah Critical Minerals Supply Chain Vulnerability Assessment
By: Reese Boardman
A Summary of the SAVE Act
By: Reese Boardman
Utah's Marriage License Data Governance
By: Bradley Smith & Reese Boardman
Nuclear Power in Utah
By: Bradley Smith & Xander Greenwood
Community Debate Coalitions
By: Justin Jones & Bradley Smith
Regional Landscape Survey of K-12 to Post-Secondary Pathway Readiness in the Mountainland Region
By: Dori Whitehead, Alexa Herrera, and Austin Bench
Vote-by-Mail Study
By: Dori Whitehead, Suzette Johnson, Karissa Gillespie, Avery La Giglia, & Jaxon Hill

STATE LEGISLATURE BILL REVIEWS

HB 136: Unlicensed Driver Amendments – *Bradley Smith*
HB 219: Higher Education Civics Amendments – *William Freedman*
HB 287: Immigrant Driving Amendments – *Curtis Bristol*
HB 325: Government Records Classification Amendments – *William Freedman*
HB 381: Electric Mobility Device Amendments – *Bradley Smith & William Freedman*
HB 393: Early Intervention for Dyslexia Amendments – *William Freedman*
HB 539: Criminal Justice Modifications – *William Freedman*

★ FACULTY FELLOWS ★



David Benson, PhD
Strategy & Management



Tara B. B. Bishop, PhD
Earth Science & Enviro Mgmt.



Hilary Hungerford, PhD
Geography



Majid Memari, PhD
Computer Science



Paul Monson, AIA, NCARB
Architecture



Alan Parry, PhD
Mathematics



George Rudolph, PhD
Computer Science

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HERBERT REFLECTIONS

As we celebrate the 250th anniversary of the Declaration of Independence and our start as the United State of America, we reflect on the blessings of liberty and the remarkable legacy of our nation. Two hundred and fifty years ago, a group of ordinary citizens pledged their lives, their fortunes, and their sacred honor to the cause of freedom.

Throughout our history, we have faced setbacks, but we've been able to correct our course with the resilience, courage, and optimism necessary to move our nation forward.

Here in Utah, I have always believed that our greatest strength is our people. When citizens take responsibility, work hard, and look out for one another, there is no challenge we cannot overcome. The next chapter of America's story will be written not by government alone but by engaged citizens committed to preserving freedom and expanding opportunity.

As we look to the future, I am optimistic. If we remain faithful to the timeless principles of the Declaration—pledging our faith, freedom, personal responsibility, and service to others—we will continue to be a force for good in the world and leave an even stronger nation to those who follow us.

Gary R. Herbert

17TH GOVERNOR OF UTAH, GARY R. HERBERT



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